DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND

AETCGM2014-10-01

11 February 2014

MEMORANDUM FOR DISTRIBUTION

FROM: AETC/CC
      1 F Street, Suite 1
      JBSA Randolph TX 78150-4324

SUBJECT: AETC Guidance Memorandum for Standardized Installation Command and Control

RELEASABILITY: There are no releasability restrictions on this publication.

1. By Order of the Commander, Air Education and Training Command, this AETC Guidance Memorandum establishes the command guidance on Standardized Installation Command and Control (IC2). The AF Incident Management System (AFIMS) is fully implemented IAW DoDI 6055.17 and AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*. However, it is still necessary to continue working toward standardization of elements of the IC2 architecture, including physical location, common operating picture, and communication suites. **Compliance with this memorandum is mandatory**. To the extent its directions are inconsistent with other Air Force publications, the information herein prevails, in accordance with AFI 33-360, *Publications and Forms Management*. This publication may be supplemented at any level, but all direct supplements must be routed to the OPR of this publication for coordination prior to certification and approval. This publication does not apply to Air Force Reserve Command (AFRC) Units. This publication does not apply to the Air National Guard (ANG).

2. Standards: Attached are the minimum AETC standards for key IC2 nodes, including the Crisis Action Team (CAT), Command Post (CP), Emergency Operations Center (EOC), Emergency Communications Center (ECC), and Emergency 9-1-1 (E9-1-1). Installations should develop and maintain a current implementation plan to comply with these standards.

3. Physical Locations: Installations shall strive to achieve the following physical locations when feasible and within fiscal realities.

    a. Locate the CAT and CP in the Installation Headquarters facility.

    b. Locate the collocated ECC (combined dispatch) in either the Fire Department or Security Forces facility.

    c. The EOC will either be (1) collocated in the same facility as the ECC (with operational separation); or (2) located in a separate facility determined by the Installation Commander, based on the risk assessment. The EOC will not be collocated in the same facility as the CAT and CP.

d. Facility projects to comply with this guidance will use existing corporate processes for SRM and MILCON. This guidance memorandum will not be used to drive a bill to immediately implement the relocation of any IC2 node. This guidance memorandum sets the standard, which will be the goal for the desired end state all installations will work to achieve over time and within fiscal realities.

4. E9-1-1: Installations should establish and maintain E9-1-1 capability. This will require an agreement with the regional E9-1-1 authority to establish a "Public Safety Answering Point" within the ECC on the installation. We expect the most economical way to achieve this capability is via a lease with your local exchange carrier; however, installations must individually assess the economics of leasing versus buying the capability. Resourcing to comply with this guidance will use existing corporate processes for unfunded requirements or, if necessary, 3080 investment equipment. Unfunded requirements will be submitted using the normal corporate process used to prioritize and submit all unfunded requirements.

5. Common Operating Picture (COP): HQ AETC shall establish and maintain an enterprise WebEOC Professional, which is low-cost Commercial-Off-The-Shelf (COTS) solution as their COP. We recognize that the Air Force's approved long-term solution is not expected to happen until FY17 or later. As such, HQ AETC/A7O is pursuing Certification and Accreditation/Authority to Operate for WebEOC Professional, and we anticipate implementation in FY13.

6. Governance: Installations should continue to use the IC2 implementation planning team, as a subgroup of their existing Emergency Management Working Group, to implement this guidance. Installations shall update their IC2 POCs and implementation plan in accordance with this guidance memorandum.

7. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

8. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Forms 847 from the field through the appropriate functional chain of command.

9. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, Publications and Forms Management, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

10. If you have any questions regarding this guidance memorandum, please contact HQ AETC/A7O, at DSN 487-1778.

11. This memorandum becomes void after one-year has elapsed from the date of this memorandum, or upon publication of an Interim Change or rewrite of the affected publication, whichever is earlier.

ROBIN RAND
General, USAF
Commander

4 Attachments:
1. AETC Standard – CAT and CP
2. AETC Standard – EOC
3. AETC Standard – ECC
4. AETC Standard – E9-1-1

DISTRIBUTION:
(listed on last page)

HQ AETC

Installation Command and Control Standard

Crisis Action Team
And
Command Post

Version 2

14 Jan 2014

Scope.

Identify minimum standards for the Crisis Action Team (CAT) and the Command Post (CP) at AETC installations. The AETC policy constitutes a vision of what capabilities AETC bases will be working toward to achieve standardization of C2 capabilities, while recognizing current funding constraints and timing to fully implement the standards.

1. **Advocacy & Resources.**

   a. HQ AETC Directorate: OPR: A2/3O
      OCR: A6O, A7O, A7S, FM
   b. HQ AETC Panels: Flying Training, Technical Training, & Education
                      Installation Support Panel

2. **Facility.**

   a. Collocated in Installation HQ facility
   b. Operational separation maintained between CAT/CP functions, i.e., the CAT and CP will be in the same building, they are not required to be in the same room unless the installation mission drives them to be located in the same room. Due to the nature of the CP operations and requirement for controlled area, it may be more advantageous for the CAT to be located in a physically separate area so that radios, cell phones and PDAs can be used during normal CAT operations. Installations will develop and maintain a current implementation plan to comply with these standards.
   c. To the maximum extent possible, the CP (Restricted/Controlled Area) should be certified for open storage of classified. If the mission of the entire CP does not require open storage, the minimum requirement is the Emergency Action (EA) cell.
   d. Facility & electronic equipment EMSEC & COMPUSEC certified/accredited.

3. **Communications.**
   Communications requirements listed below will be identified based on mission requirements. It is not the intention of this standard to require all capabilities at every installation. Rather these are the capabilities that are available. Based on the mission and capability required to accomplish the mission, installations will validate the required capabilities and take the necessary actions to acquire those capabilities to ensure mission accomplishment.

   a. Integrated Command & Control Console
   b. SIPRNet / NIPRNet Workstations
   c. Secure / Non-Secure Facsimile
   d. Non-Secure Telephone Equipment
   e. Secure Telephone Equipment (STE, SVOIP, Omni, etc).
   f. Cellular Telephone
   g. Land Mobile Radio Base Station (transmit/receive on all installation nets)
   h. HF/UHF/VHF Radio – excluding Goodfellow AFB, TX
   i. Command Post Alerting Network (COPAN) – HQ AETC only

4. **Warning Systems.**
   (Reference Standard: AETC I-Plan for Installation Warning Systems, 12 Aug 04)

   a. Giant Voice (OPR: A3OC, OCR: A6O & A7C)
   b. Telephone Alerting System (OPR: A3OC, OCR: A6O)
   c. Network Alerting System (OPR: A3OC, OCR: A6O)
   d. Commanders Critical Information Channel (OPR: PA)

5. **Detection and Surveillance.**

   a. Camera Feeds – Installation Entry Gates, Airfield, Critical Facilities
   b. The installation IC2 IPT will ensure the installation Communications Plans Flight is included in planning for all necessary camera feeds to the CAT and/or CP.
   c. CP will meet controlled area requirements for protection level 3 or 4 resources (if required by the installation mission. OPR: A3OC)

6. **Mission Command & Control.**

   a. Global Decision Support System (GDSS) – For Altus AFB, Keesler AFB, and Maxwell AFB only
   b. Local flight following/monitoring system capability (i.e., Training Integration Management System (TIMS))"

7. **Emergency Response C2 – Common Operating Picture.**

   a. AETC Enterprise WebEOC Professional which is the interim until final decision on AF directed Emergency Response C2 Common Operational Picture is received

8. **Mapping.**

   a. AETC GeoBase System (OPR: Civil Engineer)

9. **Facility Damage Assessment.**

   a. AETC Damage Assessment Tool (DAT) (OPR: Civil Engineer)

10. **Display.**

   a. Multi-Function Flat Panel Displays
   b. Cable TV Feed
   c. Video Teleconference Feed / Defense Connect On-line (DCO) equipped with video

Air Education and Training Command

Installation Command and Control Standard

Emergency Operations Center

Version 2

14 Jan 2014

1. **Scope.** Identify minimum standards for the Emergency Operations Center (EOC) at AETC installations. The AETC policy constitutes a vision of what capabilities AETC bases will be working toward to achieve standardization of C2 capabilities while recognizing current funding constraints and timing to fully implement the standards. Capabilities identified for the EOC will be tailored / adapted for incorporation in installation Mobile Emergency Operations Centers (MEOC) / Mobile Communications Centers (MCC).

2. **Advocacy & Resources.**

   a. HQ AETC Directorate: A4/7
   b. HQ AETC Panel: Installation Support

3. **Facility.**

   a. Collocated with Emergency Communications Center (ECC) or separate stand-alone location based on risk assessment.
   b. Operational separation of EOC, ECC and Base Defense Operations Center (if in same facility)
   c. Non-Secure Area

4. **Communications.**

   a. NIPRNet Workstations
   b. Non-Secure Facsimile
   c. Non-Secure Telephone Equipment
   d. Cellular Telephone
   e. Land Mobile Radio Base Station (transmit/receive on all installation nets)
   f. Satellite Communications (data and voice) if required for data and voice exchange between EOC, MEOC and MCC.

5. **Surveillance.**

   a. Camera Feeds – Installation Entry Gates, Airfield, Critical Facilities
   b. The installation IC2 IPT will ensure the installation Communications Plans Flight is included in planning for all necessary camera feeds to the EOC.

6. **Emergency Response C2 – Common Operating Picture.**

   a. WebEOC Professional (interim to final decision on AF directed Emergency Response C2 Common Operational Picture)

7. **Mapping.**

   a. AETC GeoBase System (w/Emergency Response Tools suite) (OPR: Civil Engineer)
   b. Joint Warning and Reporting Network NIPRNet (OPR: Civil Engineer)
   c. Joint Effects Model NIPRNet (OPR: Civil Engineer)

8. **Facility Damage Assessment.**

   a. AETC Damage Assessment Tool (DAT) (OPR: Civil Engineer)

9. **Display.**

   a. Multi-Function Flat Panel Displays
   b. Cable TV Feed
   c. Defense Connect On-line (DCO) equipped with video capability

Air Education and Training Command

Installation Command and Control Standard

Emergency Communications Center

Version 2

14 Jan 2014

1.   **Scope**. Identify minimum standards for the Emergency Communications Center (ECC) at AETC installations. The AETC policy constitutes a vision of what capabilities AETC bases will be working toward to achieve standardization of C2 capabilities while recognizing current funding constraints and timing to fully implement the standards.

2.   **Advocacy & Resources.**

        a.   HQ AETC Directorate: OPR: A4/7
             OCR: A6O, A2/3O
        b.   HQ AETC Panel: Installation Support

3.   **Facility**.

        a.   Collocated (combined dispatch) at either (1) SFS/Base Defense Operations Center (BDOC) Facility; or (2) the Fire Department
        b.   Emergency Operation Center (EOC) may be collocated in same facility; with operational separation (not in same room)
        c.   ECC is a controlled area

4.   **Communications.**

        a.   Enhanced 9-1-1 Dispatch (w/ recording capability); see separate standard
        b.   NIPRNet Workstations
        c.   Non-Secure Facsimile
        d.   Non-Secure Telephone Equipment
        e.   Cellular Telephone
        f.   Land Mobile Radio Base Station (transmit/receive on all installation nets)
        g.   Primary & Secondary Crash

5.   **Detection and Surveillance.**

        a.   Camera Feeds – Installation Entry Gates, Airfield, Critical Facilities
        b.   Intrusion Detection / Security Alarm Control System
        c.   Fire Alarm Control System
        d.   The installation IC2 IPT will ensure the installation Communications Plans Flight is included in planning for all necessary detection and surveillance feeds to the ECC.

6.   **Emergency Response C2 – Common Operating Picture.**

        a.   WebEOC Professional (interim to final decision on AF directed Emergency Response C2 Common Operational Picture)

7. **Mapping.**

   a. AETC GeoBase System (w/ Emergency Response Tools suite) (OPR: Civil Engineer)

8. **Display.**

   a. Multi-Function Flat Panel Displays
   b. Cable TV Feed
   c. Defense Connect On-line (DCO) equipped with video capability for BDOC as minimum

Air Education and Training Command

Installation Command and Control Standard

Enhanced 9-1-1

Version 2

14 Jan 2014

1. **Scope.** Minimum standards for Enhanced 9-1-1 (E9-1-1) service at AETC installations.

2. **Advocacy & Resources.**

   c. HQ AETC Directorate: OPR: A6O
      OCR: A7O, A7S, A2/3O, FM
   d. HQ AETC Panels: SC Panel

3. **Requirements for E9-1-1 Service.**

   a. **JITC and IA accredited solution**: Provide a Joint Interoperability Test Command (JITC) certified and Information Assurance (IA) accredited solution or provide a migration plan to migrate from current equipment and configuration to JTIC certified and IA accredited solution.

   b. **Workstation Hardware and Software**: Provide hardware and software for minimum two primary 9-1-1 workstations and two alternate location workstations at each AETC installation. Dispatcher may require telephone/radio headset interface, Push-to-Talk (PTT) handset, on-site spare parts (crash kit) for minor repairs, (2) 9-1-1 Computer Telephony (CTI) Answering Positions, 20.1 Viewable Touch Screen LCD Monitors, Management Information System (MIS), Integrated Hotline Extensions.

   c. **E9-1-1 Log On**: Users will be able to log on with a user name and password; however, CAC login preferred. The user identification shall determine configuration settings. The Center Manager will only approve standard desktop settings or individually customized settings. Individual settings will be recorded by the user logon. All setup differences shall be the result of setup preferences and security levels, through user logon.

   d. **Redundancy:** Provide dual identical subsystems for redundancy in case of failure IAW the National Emergency Number Association (NENA) and Public Law 108-494 (23 Dec 04). Ensure no loss of calls while in progress. In the case of complete failure, ensure capability to operate remotely via the service provider.

   e. **ALI and ANI Capabilities**: E9-1-1 must be integrated with the **ALI** (Automated Location Information) controller and the **ANI** (Automated Number Indication) controller. Transferred calls shall display correct ALI and ANI at each workstation. In the event the ALI is not properly transmitted or is incomplete the dispatcher shall be able to manually query the ALI database in order to receive complete ALI.

   f. **Caller Identification**: "Caller Identification" must be displayed and recorded on all incoming calls.

   g. **CAD Interface**: The ALI controller must interface with existing Computer Aided Dispatch (CAD) system or a mapping system, where available. Some E9-1-1

installations utilize CAD, whereas all AETC Fire Departments use the ACES-FD program.

h. **Immediate Call / Data Transfer:** The dispatcher shall have the ability to transfer any calls to another dispatcher console position or to any Public Safety Answering Point (PSAP) in the local area. Allow for single-button transfers to the appropriate agencies based on Emergency Service Number (ESN) associated with each individual PSAP. Additionally, have a simple method of transferring calls from each E9-1-1 Communications System workstations to other agencies. Provide audio breakout for transmit and receive an off-hook audio capability. At a minimum (#) Law enforcement answering points, (#) fire station points, (#) EMS points and (#) PSAP will be provided. Number will be unique to each installation.

i. **Connectivity:** Access to the local exchange carrier (LEC) for E9-1-1 services shall include all connectivity to be IAW local E9-1-1 entities.

j. **Abandoned Calls**: Allow for abandoned calls to be retrieved for call back capability.

k. **Call Ringing:** The dispatcher shall have the ability to select distinctive ring tones depending on various factors. The Ring of E9-1-1 must be different from typical telephone rings in the office. The dispatcher must be able to distinguish the differences between standard administrative lines and emergency calls.

l. **Call Dialing:** The dispatcher shall be able to dial a telephone number either through telephone handset, keyboard, and/or touch screen. Speed dial displays must include drop down pages. At a minimum (#) police answering points, (#) fire station points, (#) EMS points and (#) PSAP (Public Safety Answering Points) will be provided. Number will be unique to each installation.

m. **Call Transfers**: Provide the capability to perform Selective, Fixed and Manual transfers to expedite emergency transfers to other emergency service agencies and PSAPs.

n. **Six Way Conferencing**: The dispatcher shall have the ability to enable a six way conference between the caller and other internal workstations, PSAPs, or emergency service agencies. The system must maintain the conference even if the dispatcher disconnects from the call.

o. **Electronic Telephone Directory:** The dispatcher shall have the ability to store telephone numbers in an electronic phone book with unlimited number of entries, have the ability to store, and dial up to 20 digit numbers. The phone book shall have partitions to allow grouping of phone numbers.

p. **ADA Compliance:** Provide full-featured TDD/TTY (Telephone Device for the Deaf) capabilities at each station as required by the Americans with Disabilities Act of 1990. Automatically detect data communications rate in both Baudot and ASCII and adjust accordingly. The dispatcher shall be able to move from data to voice without

interruption. There must be the ability to handle voice carryover (VCO) and hearing carryover (HCO). Include call back of TDD/TTY transmissions and be capable of recording the messages transmitted. TDD/TTY challenge button shall also be available. This allows the dispatcher to manually challenge a TDD/TTY call in case of malfunction. The TDD/TTY shall allow for a minimum of eight pre-programmed messages.

q. **Data Storage**: Capture/record and archive/store all voice and data information on all E9-1-1 lines. This service shall be connected to the existing Law Enforcement, Fire and/or EMS recorder. Information must be able to be recorded for future "playback" during quality assurance and/or questionable calls. Immediate "playback" capability must be provided for quick reference during emergencies. All E9-1-1 voice /data information must be archived for future access IAW with local directives. Controls must exist to limit access to information to essential personnel only.

r. **Management Reports:** A Management Information System (MIS) shall provide the ability to create customized reports to show statistical call answer and abandoned information on a workstation, dispatcher, trunk group, and line or site basis. System shall provide a means to measure total call volume for each category, plus provide call averages on time to answer, hold period and length of call on a line or by dispatcher as identified by the dispatcher's sign on.

s. **Telephones / Existing Integrated Command and Control Voice Capability**: For installations that do not have existing integrated command and control voice capability to connect E9-1-1 voice, provide at a minimum 4 telephones (2 for backup) available for each installation E9-1-1 Communications Center. Telephones must be able to accommodate all existing voices lines and various circuits and have the capability for future expansion. For locations that do have the integrated command and control voice capability, to provide full operational capability on the console.

t. **Trunks and Hot Lines:** Provide a minimum two E9-1-1 trunks based on number of dispatchers and size of installation. Additionally, provide (#) "hot" lines or ring-down circuits as required for key installation personnel and command and control facilities or entities. (#) of ring-down circuits, and (#) of designated "one-button" transfer must be provided. The "one-button" transfer is also used to transfer E9-1-1 calls to the other local community E9-1-1 PSAPs.

u. **Service Support:** This requirement must include a 24-hour, seven days per week maintenance agreement for catastrophic (1 hour), critical (4 hours) and routine (next business day) maintenance and/or repair for all workstations computers and software. Remote maintenance "troubleshooting" service that successfully satisfies the problem constitutes as a response.

v. **Remote Access**: Provide means for equipment vendor and/or maintenance staff to remotely access 9-1-1 equipment for maintenance and repair. Security measures shall be enacted to guard against unauthorized access.

w. **Comprehensive Training:** Provide complete training for the staff and dispatchers. All training shall include basic operations as well as basic "troubleshooting" for end-users.

x. **Technical and User Operation Manuals:** Provide two sets of technical and user operation manuals for all E9-1-1 equipment provided.

y. **Software, Hardware, Equipment Maintenance and Upgrades:** Provide maintenance and upgrades of all equipment, software and hardware.

z. **Federal, State and Local Standards, Mandates and Directives:** Must meet all Federal, State, local E9-1-1 Standards, Mandates and Directives as well as National Emergency Number Associations (NENA).

aa. **E9-1-1 Services to Wireless Phone Callers:** Provide the capability to receive and display Phase I and Phase II E9-1-1 calls, including the call-back numbers (CBN) and geographic coordinates of callers, from Wireless/Cellular Service Providers IAW Public Law 106-81 (26 Oct 99). Coordinate with each 9-1-1 entity to evaluate the impact of routing wireless 9-1-1 calls to each installation PSAP and implement as warranted.

bb. **Uninterruptable Power Supply (UPS):** All critical 9-1-1 components, including the 9-1-1 call-taking equipment/workstations, ALI modems, network interfaces and TTY/TDD devices shall be on a UPS capable of providing a minimum of 15 minutes reserve power. The 15 minute period will allow ample time for the automatic start-up of emergency generators.

cc. **Mapped ALI** – Provide the means to automatically plot and graphically display the street address or geographic coordinates provided within ALI. The dispatcher shall also have the ability to locate an address, intersection, or street, measure, and do basic map navigation.   The system will differentiate between the type of call (landline, VoIP, wireless Phase I, wireless Phase II) and display a discrete icon to assist the dispatcher in identifying the type of call.

dd. System must be IP enabled to accept and be fully inter-operational with unified communications (UC) and voice over internet protocol (VoIP) voice, text, email, and video inputs.

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